



City Hall ♦ 333 West Ellsworth Street ♦ Midland, Michigan 48640 ♦ 989.837.3300 \* 989.837.2717 Fax ♦ [www.cityofmidlandmi.gov](http://www.cityofmidlandmi.gov)

SPECIAL MEETING OF THE MIDLAND CITY COUNCIL  
City Hall, 333 W. Ellsworth Street

June 01, 2017

4:00 PM

AGENDA

CALL TO ORDER - Maureen Donker, Mayor

PLEDGE OF ALLEGIANCE TO THE FLAG

ROLL CALL - Thomas W. Adams  
Steve Arnosky  
Diane Brown Wilhelm  
Maureen Donker  
Marty A. Wazbinski

PUBLIC COMMENTS, IF ANY, BEFORE CITY COUNCIL. This is an opportunity for people to address the City Council on issues that are relevant to Council business but are not on the agenda.

RESOLUTIONS:

1. Approving the candidate profile for the position of City Manager. STONE

NEW BUSINESS:

TO CONTACT THE CITY WITH QUESTIONS OR FOR ADDITIONAL INFORMATION:

Citizen Comment Line:	837-3400
City of Midland website address:	<a href="http://www.cityofmidlandmi.gov">www.cityofmidlandmi.gov</a>
City of Midland email address:	<a href="mailto:cityhall@midland-mi.org">cityhall@midland-mi.org</a>
Government Information Center:	located near the reference desk at the Grace A. Dow Memorial Library

**Backup material for agenda item:**

1. Approving the candidate profile for the position of City Manager. STONE

**SUMMARY REPORT TO MANAGER**  
for City Council Special Meeting of 06/01/2017

**SUBJECT:** Approval of the candidate profile for the position of City Manager.

**RESOLUTION SUMMARY:** This resolution approves the candidate profile for the position of City Manager.

**ITEMS ATTACHED:**

1. Letter to Interim City Manager from the Human Resources Director
2. City Manager Candidate Profile
3. Resolution approving the candidate profile

**COUNCIL ACTION:**

1. 3/5 vote required to approve resolution.

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Carol Stone  
Director of HR & Labor Relations



*City Hall ♦ 333 West Ellsworth Street ♦ Midland, Michigan 48640-5132 ♦ 989.837.3300 ♦ 989.835.2717 Fax*

May 30, 2017

David Keenan, Interim City Manager  
City of Midland  
Midland, MI 48640

Dear Dave,

The City Council has contracted with Strategic Government Resources (SGR) to assist in the recruitment of a new City Manager. The first step in the recruitment process is creation of the candidate profile. A draft profile is attached.

The profile was developed with input from community stakeholders. Doug Thomas of SGR met with City Council, community leaders, government officials, City department heads and union representatives. In addition, input was received from citizens via a survey on the City's website.

The candidate profile will be used to market the position. Marketing of the position will begin as soon as the profile is approved.

Sincerely,

A handwritten signature in purple ink that reads "Carol Stone".

Carol Stone  
Director of HR & Labor Relations





# CITY MANAGER

*City of Midland, Michigan*

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES





## THE COMMUNITY

The City of Midland is ideally situated in the picturesque Great Lakes Bay Region, in Michigan's Lower Peninsula. The City covers 36.06 square miles, making it the fifth-largest city in the state in terms of land size, and has a population of 42,393. This dynamic city provides the amenities of big city life with all the charm and safety of a mid-sized community. Known as the "The City of Modern Explorers," Midland boasts great connectivity with not only MBS International Airport just 15 minutes away, but also Jack Barstow Municipal Airport, the community's general aviation airport providing private and corporate jet service. Additionally, convenient access to major highways and interstates makes it easy to reach an array of vacation, sightseeing, and entertainment spots, including Michigan's five Great Lakes.

Light traffic, a healthy economy, affordable cost of living, impressive housing options, excellent schools, and convenient access to regional attractions have garnered the City many awards and accolades over the years, including a "Top 10 Cities in Michigan" ranking by Movoto. Midland has also been recognized as a great place to find and keep a job, live safely, and enjoy an active nightlife and recreation opportunities. The City has been ranked nationally as one of the best small cities in which to raise a family in part due to its reputation as one of the safest cities in Michigan.

Midland provides abundant cultural, recreational, and educational activities for its residents. The community enjoys a variety of arts, entertainment, and enrichment opportunities through Dow Gardens and Whiting Forest, the Alden B. Dow House and Studio, the Herbert H. Doan Midland County History Center, the Alden B. Dow Museum of Science and Art, and multiple performance stages housed at the Midland Center for the Arts. Popular annual events such as Riverdays, Festifall, Tapped, Tunes by the Tridge, Main Street Glow, Holly Jolly Days, Jingle Bell Fun Run and Midnight on Main draw visitors from throughout the region.

Opportunities to enjoy the outdoors abound at Chippewa Nature center and 72 community parks and playgrounds including City Forest, Chippewassee Park, Plymouth Pool, and Kiwassee Lake at Stratford Woods Park. Walking and biking trails wind throughout the community and include the Tridge, a three-legged wooden pedestrian bridge (pictured on the cover page) which connects downtown to Chippewassee Park and the Redcoats Softball Complexes by crossing the Tittabawassee River where it is joined by the Chippewa River. The Pierre Marquette Rail Trail, a 30-mile paved scenic trail connects Midland to Claire, MI, has a trailhead at the base of the Tridge.



# THE COMMUNITY

## CONTINUED

For sports enthusiasts, Midland is home to Dow Diamond and the Great Lakes Loons, a Single-A minor league team partner of the Los Angeles Dodgers. There is also the Greater Midland Tennis Center, Currie Golf Course, the Greater Midland Curling Club, the Midland Soccer Club, and the Midland Civic Arena which is an indoor arena housing NHL and Olympic-sized ice rinks as well as an indoor turf facility. Midland has a rich history in softball and currently has 256 adult and youth softball leagues.

The City has a long history of being a chemical industry hub. Dow Chemical, a Fortune 500 Company, was founded in Midland in 1897 and the City remains its global corporate headquarters. Dow Chemical is the area's top employer with over 6,000 employees, with MidMichigan Health, Midland Public Schools, Chemical Bank, City of Midland, Northwood University, Greater Midland, Three Rivers Construction, and Meijer accounting for a significant portion of jobs in the area. There has been a significant push, with more initiatives planned for the future, to diversify Midland's local economy to facilitate sustainable growth, with area residents closely watching the Dow/DuPont corporate merger activities.

Midland students are served by Midland Public Schools (MPS). MPS consists of seven elementary schools, two middle schools, and two high schools. The district enjoys a long-standing tradition of excellence. Thanks to the passage of a bond by voters in 2015 to update facilities, and with the combined support of over \$3 million in grants from local area foundations, the MPS STEM Strategic Plan provides students with access to quality STEM learning opportunities throughout their K-12 learning experience. For those pursuing higher education, there are several colleges and universities available. Northwood University has its campus in Midland and Central Michigan University, Delta College, and Davenport University all have branches in Midland. Saginaw Valley State University is less than 20 miles away.

The City has a median household income of \$56,311 and a median home value of \$140,900.

## MISSION STATEMENT

That the inhabitants of the City of Midland may live well through the effective maintenance of public safety, health, and welfare via efficient provision of public services, activities, and enterprises which reflect intelligent opinion as to the needs of the community.

## GOALS

1. Economic Sustainability
2. Outstanding Quality of Life
3. Effective Stewardship of Resources



The City of Midland operates under the Council-Manager form of government. The Midland City Council is made up of five members elected from the wards in which the candidates reside. Council members are elected for two-year terms. The Mayor is chosen from the elected Council by a vote of its members, who also appoint the City Manager and City Attorney.

The Manager is hired to serve the Council and the community and to bring to the local government the benefits of training and experience in administering local government projects and programs on behalf of the governing body. The Manager prepares a budget for the Council's consideration, recruits, hires, and supervises the government's staff, serves as the Council's chief advisor, and carries out the Council's policies. The City Council counts on the Manager to provide complete and objective information, anticipate rather than react, and provide knowledgeable recommendations on both long and short-term policy matters. Direct reports include Police, Fire, Human Resources, Library, Planning/Assistant City Manager for Development Services, Utilities, Fiscal Services/Assistant City Manager, and Clerk/Community Relations.

The City provides a full array of services including Police, Fire, Human Resources, Planning (Building and Senior Housing), Public Services (Streets, Solid Waste, Parks, Recreation, Forestry, Fleet, Cemetery, and Dial-a-Ride Transportation), Fiscal Services (Assessing, Treasurer, Finance, and Purchasing), Information Services, Midland Civic Arena (ice & indoor turf facility), Currie Golf Course, Utilities (Water, Wastewater, Landfill, Storm Water Management, and Renewable Gas-to-Energy Plant), Engineering (general aviation airport), and Library (MCTV).

The City has an Annual Consolidated Budget of \$97.4 million and employs 327 full-time and 111 part-time employees. Most employees are represented by collective bargaining agreements with the following unions: Midland Municipal Employees Association (MMEA), Midland Supervisory Employees Association (MMSEA), International Association of Fire Fighters (IAFF), Police Officers Association of Michigan (POAM), Police Officers Labor Council/Midland Police Command Group, and United Steelworkers AFL-CIO-CLC.





The next City Manager will be tasked with devising both short and long-term strategies that make the best use of the City's many assets and address the issues and challenges that the City currently faces and will face in the near future:



### **FAMILY, CORPORATE, AND COMMUNITY FOUNDATIONS**

These foundations include the Rollin M. Gerstacker, Charles J. Strosacker, the Herbert H. & Grace A. Dow Foundation, the Alden and Vada Dow Family, the Dow Corporate, and the Midland Area Community Foundations. Historically, the various foundations have provided significant financial support to various public capital projects and community initiatives. Philanthropic support for the City organization is deeply ingrained in Midland's culture, with the municipal organization playing a key role in communicating community concerns and priorities in partnership with the foundations as a regular part of public projects and initiatives financing strategies.

### **REGIONAL FOCUS-SAGINAW, MIDLAND, AND BAY CITY (GREAT LAKES BAY REGION)**

City/County relations are excellent, with a shared administrative campus and numerous intergovernmental partnerships and programs. The City Manager is expected to build upon a strong foundation of cooperation between the City, county government and surrounding townships. Ongoing cooperation with nearby Saginaw and Bay City will need to be maintained.

### **LOCAL EMPLOYMENT AND COMMUNITY FINANCIAL SUSTAINABILITY**

- Economic Development is provided through public-private partnerships with major stakeholders comprised of the Midland Business Alliance, the Midland Area Chamber of Commerce, the Midland Tomorrow, and the Midland Baseball Foundation. A recent Buxton Customer Analysis identified targeted retail and restaurants that could be successful in Midland, with targeted outreach by local economic development stakeholders at the International Council of Shopping Centers.
- Dow Chemical is currently involved in a merger with DuPont, also one of the world's largest chemical manufacturers. If the merger proceeds as planned, the new corporation, DowDuPont, will be split into three independent publicly traded corporations. The largest of these three corporations is expected to maintain operations and corporate headquarters in the City of Midland. The community is closely monitoring the merger and the resulting impacts on employment and associated business lines that will remain in Midland, and the long-term inherent implications with the significant merger of international companies.
- The community understands the importance that Dow plays in the vitality of the community and works closely with the local company leadership on a regular basis to ensure industry-community issues and priorities are understood, and to explore mutually beneficial strategies and outcomes. There is a strong desire to diversify the economy beyond Dow, and supporting businesses and industries. Dow, the Midland Cogeneration Venture (MCV) and other major employers have looked to the City to assist in promoting Midland as the competitive alternative for future investments and developments.



A scenic view of a river with a wooden bridge and a playground in the foreground. The bridge is made of reddish-brown wood and spans the river. In the foreground, there is a playground with a large wooden structure and a tree. Pink flowers are in the bottom left corner.

# LEADERSHIP AND INNOVATION

## CONTINUED

### POPULATION GROWTH

Midland's population has been level and is getting older. The new City Manager will work with economic and community stakeholders to help change Midland's "Sense of Place" so that it is more welcoming to the younger, next generation workforce. More nightlife offerings, unique restaurants, and other "placemaking" opportunities are being advanced. There is a strong desire to preserve and respect Midland's past heritage while promoting initiatives to develop additional urban amenities and distinctive housing options.

### DEVELOPMENT OPPORTUNITIES

- Downtown redevelopment is ongoing, with a significant streetscape project slated for this summer.
- The Midland Mall is in foreclosure and has lost several large anchor chains, and there are community concerns about the impact of store closings.
- Infrastructure, street conditions, and growing traffic concerns in some commercial corridors will require long-term strategies that factor in future growth.
- The "Center City District" redevelopment initiative will require City/TIF focus and assistance.
- There is currently a need to encourage the development of more diverse housing opportunities, including both workforce and "upscale" rental offerings.

### UNFUNDED PENSION LIABILITIES & OPEB

The City participates in the Municipal Employees Retirement System of Michigan (MERS) for its civilian pension program and has an independent Act 345 Pension Plan for Police and Fire administered by an internal board. Both pension plans have unfunded pension liabilities. The next City Manager will need to remain focused on monitoring the City's various strategies to the pension and OPEB unfunded liabilities to ensure the organization continues to be proactive in addressing the issues while still providing competitive benefits in order to attract outstanding talent to work for the City.



The City of Midland is seeking a progressive, visionary leader with a strong, service-oriented approach to managing municipal operations to be its next City Manager. The ideal candidate will consider future issues and outcomes and proactively develop strategies with the City Council to accomplish desired results. Midland has a history of long-tenured city managers, and the chosen candidate will be expected to commit a reasonable period of time and tenure in service to the City of Midland, rather than looking at this unique opportunity as a stepping stone to a future position. A seasoned professional who is engaged and visible within the community, willing to facilitate community discussions productively and collaboratively, and who is passionate about providing exceptional service to residents will excel in this position.

The next City Manager will work successfully with the Council and will effectively represent the City in economic development, municipal operations, intergovernmental relations, and recommending strategies for both short and long-range goals and initiatives, demonstrating a deep understanding of community engagement and Council decision-making processes. The City of Midland desires a politically astute City Manager who possesses a high degree of personal and professional integrity, with a willingness to diplomatically offer alternative professional views, concerns, and implications to proposed policy considerations. The selected candidate should be well-versed in addressing community issues, with experience successfully managing a highly participatory community and working openly and transparently with diverse stakeholders with strong opinions. An articulate communicator with excellent public speaking skills, the selected individual must be able to interact effectively

with diverse groups within the organization and community.

A decisive individual with an entrepreneurial attitude, the new City Manager will not be afraid to take calculated risks that put the City on the path to sustainable growth. The City Manager will work closely with philanthropic and private funding sources in support of public projects and initiatives, and must possess the collaborative skills necessary to bring diverse stakeholders and viewpoints to coalesce around common themes to advance community goals. A demonstrated history of successful economic and community development, with experience in diversifying the local economy and expanding local employment opportunities is essential, with experience working with Global Fortune 500 companies a plus. A candidate with sound financial judgment and budgeting skills who can effectively and proactively balance funding challenges with the desire for exceptional municipal services is ideal. Experience with collective bargaining and flood response strategies is also strongly desired.

The City Manager will possess the interpersonal and managerial skills necessary to lead and mentor a group of highly experienced and dedicated employees, uniting staff with a shared sense of purpose and supporting a culture of excellence at all levels within the organization.

The City Manager will lead by example and should be sensitive to employee morale, with a history of developing staff and encouraging teamwork within and across departments. The chosen candidate will empower staff and provide them with a wide latitude of responsibilities under an overall leadership strategy that encourages accountability.

## EDUCATION AND EXPERIENCE

The selected candidate must hold a bachelor's degree in public administration, business administration, urban planning, or a related field. A master's degree is preferred. The selected candidate must have ten years of progressively responsible experience in the management of municipal operations or an equivalent combination of training and experience that provides equivalent knowledge, skills, and abilities. The selected individual will be required to reside in the City within a reasonable period of time following appointment to the position.



## COMPENSATION AND BENEFITS

The salary range for this position is \$132,143-\$170,743. The City participates in the Municipal Employees' Retirement System (MERS) and provides an additional contribution of 5% of base salary to an ICMA 457 deferred compensation plan. A full range of benefits is provided, including health and life insurance, a generous leave package, up to \$500 annual reimbursement for expenses associated with membership in community service organizations, 100% payment of professional dues, reimbursement for memberships and fees for required licenses and certifications, and car and cell phone allowances.

## APPLICATION PROCESS

Please apply online at: <http://bit.ly/SGRCurrentSearches>

For more information on this position contact:

**Doug Thomas, Senior Vice President**

Strategic Government Resources

[DouglasThomas@GovernmentResource.com](mailto:DouglasThomas@GovernmentResource.com)

863-860-9314

This position is open until filled. To view the status of this position, please visit: <http://bit.ly/SGRCurrentSearches>

The City of Midland is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



## RESOURCES

**City of Midland**

[www.cityofmidlandmi.gov](http://www.cityofmidlandmi.gov)

**Midland Area Chamber of Commerce**

[www.macc.org](http://www.macc.org)

**Midland Tomorrow**

[www.midlandtomorrow.org](http://www.midlandtomorrow.org)

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BY COUNCILMAN

WHEREAS, the City Council has contracted with Strategic Government Resources (SGR) to assist in the recruitment process for the position of City Manager; and

WHEREAS, the first step in the recruitment process is creation of a candidate profile that identifies the traits and characteristics desired in the City Manager and provides candidates with a description of the community and information on any pending issues and areas of concern; now therefore

RESOLVED, that the City Council hereby approves the City Manager candidate profile prepared by Strategic Government Resources including amendments, if any, made by City Council.

YEAS:

NAYS:

ABSENT:

I, Selina Tisdale, City Clerk, City of Midland, Counties of Bay and Midland, State of Michigan, do hereby certify that the foregoing is a true and correct copy of a resolution adopted by a yea vote of all the Councilmen present at a special meeting of the City Council held Monday, June 1, 2017.

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Selina Tisdale, City Clerk